

**Department of Commerce  
Acquisition Management  
Operating Plan for FY 03**

**Vision**

The acquisition community is a partner with its customers to plan, acquire and manage resources for the Department's mission using innovative and sound practices.

**Mission**

Providing business solutions for our customers.

**Values**

Collaboration, communication, respect, Integrity, learning, and results oriented

**Goals and Strategies**

**1. Customer Service**

- A. Improve overall customer satisfaction with our service.
  - We must hold ourselves responsible for quality performance while focusing on established deadlines.
  - We must continue to acknowledge and reward dedicated/hardworking employees.
- B. Effective Service Partnership: Increase our responsiveness, communication, and cooperation with customers.
  - We must develop a more effective process for CFO/ASA acquisition planning and waivers.
  - We must successfully integrate the OAM realignment and new functions and responsibilities into our operating plan.
  - We must continue to acknowledge and reward dedicated/hardworking employees.
  - We must begin measuring contractor satisfaction.

**2. Financial**

- A. Minimize Administrative Cost
  - We must continue to retain and recruit qualified candidates.
  - We must continue to pursue and maximize contract resources.
  - We must effectively manage the OAM IT infrastructure.
- B. Use purchase card to reduce administrative costs and processing time.
- C. Maximize Contract cost avoidance.

### **3. Internal Business Processes**

#### **A. Acquisition Excellence: Provide leadership and promote effective quality control.**

- We must foster and expand networking opportunities (acquisition council, PEC, Conferences, speaking opportunities, interagency groups, etc).
- We must ensure that our initiatives exploit/accommodate principles of OFPP, CFO/ASA, PMA, CIO, Congressional interest, Acquisition Council leadership priorities.
- We must place a fair portion of total purchases and contracts or subcontracts with small business categories.
- We must maximize use of competitive and fair opportunity procedures to obtain best value and promote fairness.
- We must increase use of Commercial Products and Services.
- We must achieve project cost, schedule, and performance requirements.
- We must ensure the Acquisition Community utilizes the new performance management tool.
- We must stay abreast and adjust priorities and business processes based on the outcomes of external reviews, changes in the political environment, and reduced budgets.

#### **B. Become an implementer of innovative and successful acquisition practices.**

- We must align staff resources with organizational priorities while operating within the OAM mission.
- We must increase use of performance based contracts to acquire best value services.
- We must implement and utilize e-commerce tools.

#### **C. Promoting the value of the Procurement Function.**

### **4. Learning and Growth**

#### **A. Increase availability and access to information for Strategic Management and Acquisition Decision Making.**

- We must continue to develop IT skills and knowledge and use technology tools that are available.

#### **B. Prepare the workforce as business partners to plan, acquire and manage resources using innovative and sound practices.**

- We must keep employees challenged and interested.
- We must continue training.
- We must develop the recruitment strategy that seeks diverse culture and skills.
- We must improve employee morale by communicating, building trust, and facilitating change.
- We must improve performance management, rate fairly and consistently, and ensure successful implementation of a new performance plan system.

### Customer Perspective

Goal/Objective	Measure	Initiative	Lead	Due Date	Completed	Collaboration
Customer Service: Improve overall customer satisfaction with our service.	% satisfied w/timeliness	Reengineer delegated contracting authority in Office of the Secretary and Inspector General.	Tiffany Hixson (CAS)	5/31/03		OSY, OAS, New PA/CASD, OIG, PA
		<b>Implement DAO-208-2 Contracting Authority</b>	Leslie Andreacs (CAPPS)	3/03 6/03		Acquisition Council, OGC, CFO
		Complete and implement QAM memorandums for CAS (Milestones Attached)	Monica Manning (CAS)	3/04		CAPPS, OGC, OSDBU, NIST AND OEB
	% satisfied with quality	<b>Establish and launch COTR Training and Management Program for OS Bi-monthly Mtgs</b>	Monica Manning (CAS)	9/30/03		CAPPS, Office Directors, OHRM
Effective Service Partnership: Increase our responsiveness, communication and cooperation with customers	% customers satisfied with responsiveness, cooperation, and communication skills	Update CAS customer handbook	Monica Manning (CAS)	2/04		Office Directors, OGC, OSDBU, CAPPS, CIO
		Develop a more effective process for Acquisition planning and CFO/ASA waivers	Monica Manning (CAS)	01/03	July	OFM, OEB, OS, CAPPS OSDBU
		<b>Acknowledge and reward dedicated/hardworking employees</b>	Heide Sickles and Norm Osinski (Acq. Council) Leslie Andreacs. (CAPPS)			OHRM, Employees
		Improve Customer Outreach - Acq. Planning	Mike Palensky. and Bill Russell (Acq. Council)  Greg Crider (CAPPS)			

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Goal/Objective	Measure	Initiative	Lead	Due Date	Completed	Collaboration
		Customer Rapport Learn Customers Business <ul style="list-style-type: none"> <li>Briefings</li> </ul>	Sharon Leigh and Dick Bennett (Acq. Council) Michael Scheuchenzuber. (CAPPS)			Acq. Council
	% contractors satisfied with responsiveness, cooperation, and communication skills	Annual COMMITS Contractor Briefing	Tina Burnette (CAS)	7/03		CAPPS,OGC, OSDDBU, CIO, OFPP,SBA, CASD
		Develop Department wide measure for Contractor Satisfaction. <ul style="list-style-type: none"> <li>Eval/Assess-ment</li> <li>Proposed</li> <li>Implement</li> </ul>	Tom Genovese (CAPPS)	6/30/03 9/30/03 5/30/04		Acquisition Council, OMB,OMO, CIO,IAC, PAC, other agencies

### Financial Perspective

Goal/Objective	Measure	Initiative	Lead	Due Date	Completed	Collaboration
Minimize Administrative Cost	Cost to Spend Ratio	<b>Complete OAM Fair Act cost comparison initiative and acquisition</b>	Tiffany Hixson (CAS)	2/03		Deputy Director, Debra Young/CASD, OGC, CASD, OGC, Don Stancell/CAPPS
		Recruit qualified staff and Develop an efficient recruiting process. ▪ QAM ▪ PDs Review and available	Directors Kathleen Penny (OAM)	12/25/02		
		Explore alternatives to manage the OAM IT infrastructure.	Kevin Crowley (CASD)	9/30/03		Directors, CIO, OCS, CAPPS
		Move NIST CSTARS Database to OCS	Debra Young (CASD)	9/30/03		CSTARS ET, CFO, CIO, OCS
		Phase out automated legacy procurement system (SPS & CPDS)	Yancey Stern (CASD)	9/30/03		CSTARS ET, CIO, Developers, Debra Young/CASD
		Conduct Safety Assessment and Complete Clean-up of storage areas in OAM	Kathleen Penny (OAM)	6/03		All OAM
		Achieve CSTAR security plan accreditation – Jerry Harper	Kevin Crowley (CASD)	4/03		Industry partners, CIO
		Submit annual exhibit 300 for CSTARS	Yancey Stern (CASD)	7/30/03		CIO, OEB
Use Purchase Card to Reduce Administrative Costs and processing Time	% of actions under \$25K using purchase card	No initiatives.				
	Ratio of rebates to purchase card transactions	Improve payment process to maximize rebates. ▪ Process change defined ▪ Implement pilot	Dao Vissering (CAPPS)	10/03 11/03		Acquisition Council, CBC, OFM

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Goal/Objective	Measure	Initiative	Lead	Due Date	Completed	Collaboration
Maximize Contract Cost Avoidance	Cost avoidance through use of purchase card	<b>Develop alternatives for Department-wide Purchase Card management and Services</b> <ul style="list-style-type: none"> <li>Recommendation or Option</li> <li>Issue to or exercise option</li> </ul>	Dao Vissering (CAPPS)	7/31/03 9/30/03		CBC, CAS, Acquisition Council, OFM, OEBAM, OIG
		Department-wide Purchase & Travel Card Improvement Plan for OMB	Dao Vissering (CAPPS)	Qtrly OMB status  9/30/03		CBC, OEBAM, OFM, Acquisition
	% Prompt Payment Interest paid of \$ total \$ distributed	Develop effective procedures for invoice processing	Patti Stang (CAS)	6/03		NIST, COTRS, Industry, Administrative Officers, CAPPS, CASD
Promote the value of the Procurement Function	Dollars obligated as % of overall budget	<b>Develop and publish the Annual Acquisition Report with statistics to support measures</b> <ul style="list-style-type: none"> <li>Outline</li> <li>Draft</li> <li>Finalized</li> </ul>	Don Stancell (CAPPS)	1/30/03 2/28/03 3/03		Yancey Stern/CASD, Acquisition Council, OSDBU
	Purchasing costs as % of overall budget					

### Internal Business Processes

Goal/Objective	Measure	Initiative	Lead	Due Date	Completed	Collaboration
Acquisition Excellence: Provide leadership and promote effective quality control	% of cost schedule and performance goals met	Improve Contract Management and Performance <ul style="list-style-type: none"> <li>▪ Bi-annual Report on COMMITS</li> <li>▪ GSA/GWAC Improvement Plan</li> <li>▪ Assess/Recommend Corrective Actions</li> </ul>	OMB Michael Scheuchenzuber (CAPPS)	12/02  1/30/03		Acquisition Council, Budget, CIO, Customers, OIG CAS/OFPP
		<b>Revise and Implement a Certification Program for COTRS</b> <ul style="list-style-type: none"> <li>▪ Recommendations</li> <li>▪ Draft Policy</li> <li>▪ 2<sup>nd</sup> Draft</li> </ul>	Curtina Arnold (CAPPS)	1/30/03 3/03 7/03		OSY, OHRM, CIO, Customers, Acquisition Council, other agencies
		Improve Quality of CSTARS Documents	Crystal Davis (CASD)	9/30/03		CSTARS ET, User Groups, Industry Partners, Leslie Andrecs/ CAPPS
		<b>Complete Integrated Acquisition Planning and Review Board Process, Establish Board And Implement Guidance</b>	Greg Crider (CAPPS)	6/30/03		Acquisition Council, OGC, CIO, OB, OSY, OSDDBU
		<b>IT Security in Contracts (OIG Report)</b>	Dao Vissering (CAPPS)	9/30/03		OIG, CIO, OSY, OGC, Acquisition Council
		Implement Recommendations from MOU Review and Assessment <ul style="list-style-type: none"> <li>▪ Recommend</li> <li>▪ Policy</li> </ul>	Michael Scheuchenzuber (CAPPS)	1/30/03		Acquisition Council, OGC, OEBAM, Office Directors

Goal/Objective	Measure	Initiative	Lead	Due Date	Completed	Collaboration
	Ratio of protests sustained by GAO and COFC	Rewrite and update CAR and DOC Acquisition Policy guidance <ul style="list-style-type: none"> <li>Draft</li> <li>DOC Comment</li> <li>Public Comment</li> </ul>	Leslie Andreacs Nancy Barrere (CAPPS)	12/31/03 2/28/03 5/30/03		Acquisition Council, OGC, Public, OMB
	% of contract dollars for socio economic goals	Improvement plan for Veteran Owned Business	CAPPS New Analyst			OSDBU, Acquisition Council, Industry, OGC
		Implement White House Bundling Plan	OSDBU Nancy Barrere (CAPPS)			OSDBU, Acquisition Council, OGC
	% competitive procurement of total procurements	<b>Internal assessment of competitive procurement results</b>  Statistical Assessment and Recommendations	Michael S. (CAPPS)	4/30/02		Acquisition Council, OGC, Yancey Stern/CASD
	% of total dollars for commercial items					
Become an implementer of innovative and successful acquisition practices.	# of actions using electronic commerce	<b>Develop Business Case for E-Procurement Portals-Acquisition Council</b>	New Analyst (CASD)	3/01/03		Don Stancell/CAPPS, CAS, Office Directors, CIO, CSTARS ET, Acquisition Council, and Other agencies.
	Employee and Management surveys	Initiatives clearly define administrative roles and processes within OAM	Kathleen Penny (OAM)			OAM Directors, Support Staff, OEB, OAS, OHRM, CIO, OSY, Other Administrative Support
	% of eligible dollars and actions for PBSC	Implement the Seven Steps Guide <ul style="list-style-type: none"> <li>Complete 1 Acquisition Fully utilize 7 steps guide.</li> </ul>	Tina Burnette CAPPS (CAS)			CAPPS, OFPP, Acquisition Council, Seven Steps Partners,
		<b>COMMITTS II</b>	Tina Burnette (CAS)	12/31/03		OFPP, OSDBU, Industry, OGC, OEB, SB, CIO, OB
	% of scheduled initiatives schedule and implemented	Develop a management tracking system for OAM Strategic Plan	(OAM)			Acquisition Council, CIO Council



## Learning Growth

Goal/Objective	Measure	Initiative	Lead	Due Date	Completed	Collaboration
Learning and Growth: Increase availability and access to information for strategic Management and Acq. Decision Making	Extent of reliable management information	<b>Implement CSTARS/CAM financial</b>	Kevin Crowley (CASD)	12/31/03		OFM, CIO, CSTARS ET
		Develop Business Case for Web Enabled CSTARS	Kevin Crowley (CASD)	8/05/03		CSTARS ET, CIO, CFO, OCS
		Implement OAM budget and accounting tracking and reporting database.	Kathleen Penny (OAM)	1/30/03		OAM Office Directors, OEB
		Remap CSTARS business processes and complete reporting tools for OS	Monica Manning (CAS)	4/03		Crystal Davis, Industry Partners, Customers and Procurement Executive
		<b>Initiate Phase 1 of Enterprise Data Warehouse</b>	Yancey Stern (CASD)	4/30/03		CSTARS ET, CIO, CAPPS, OFM, CAS
		Implement CSTARS at NOAA Field Offices	Yancey Stern (CASD)	7/31/03		CSTARS ET, OCS
		Implement CSTARS at Census-Production in FY03	Kevin Crowley (CASD)	2/28/03		CSTARS ET, OCS
		Inventory and Closeout/Archive of Contracts management by OS	Darlene Bullock (CAS)	03/04		NIST, Industry, DCAA, OEBAM
		<b>Implement New BSC tool and EIS</b> <ul style="list-style-type: none"> <li>▪ <b>New Tool</b></li> <li>▪ <b>FY03 BSC</b></li> </ul>	Tom Genovese. (CAPPS)	5/30/03		OS Directors, Acq. Council
		Remote Access and improve use of Shared Drive	Kevin Crowley (CASD)	5/30/03		Office Directors, OCS
		Share and make available more analysis/impact of policy information for the acquisition process	Nancy Barrere (CAPPS) Janet Carlson (Acq. Council)			Acquisition Council, CASD, other Agencies

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Goal/Objective	Measure	Initiative	Lead	Due Date	Completed	Collaboration
		Knowledge sharing strategy	Chris Makris (CAPPS)	9/30/02		CASD, Acq. Council
	% contractors in Business Partners network	No Initiatives (Waiting on IAE)	(CASD) New Analyst			
Prepare the workforce as business partners to plan, acquire and manage resources using innovative and sound practices	% acquisition employees meeting education requirements as defined by Clinger-Cohen	Implement ACMIS for DOC (Waiting on GSA)	Leslie Andreacs (CAPPS)			
	% acquisition employees meeting mandatory training requirements as defined by the agency.	<b>Implement Workforce Improvement Plan</b> <ul style="list-style-type: none"> <li>▪ Memo and Plan</li> <li>▪ FY03 Training</li> <li>▪ COTR Training Recommendations</li> <li>▪ Data Base (COTR)</li> </ul>	Leslie Andreacs Curtina Arnold (CAPPS)  Tina Burnette and Gary Rice, (Acq Council)	12/31/02 9/30/03 6/30/03 9/30/03		CASD, Acquisition Council, DOC Workforce, OHRM
	% employees satisfied with the professionalism, culture and values	Manage OAM Annual Performance Plans, Evaluations and IDPs	Directors OAM	On-going		Office Directors, OAM Staff, and OHRM
		Community building activities: OAM All Hands, group off-sites, group meals, etc.	OAM Directors	On-going		OAM Management and Staff